Table of Contents, Volume 26

May 1985 - Silver-Anniversary Issue (Vol. 26, No. 1)

(Guest Observer) The Joy of Jurisprudence plus How to Manage a Hotel, by Thomas C. Chevoor. Pages 10–12.

The Current State of Hotel Information Systems (Part II of a Series), by A. Neal Geller. Hotel managers keep track of dozens of hotel-performance indicators. The most obvious are occupancy percentage and average room rate. This article focuses on the performance indicators or measures hotel executives deem most important. Pages 14–17.

LOOKING BACK: Industry History

- How They Started: The Growth of Four Hotel Glants, by Daniel R. Lee. How four large notel chains—Hilton, Holiday, Marriott, and Ramada—were founded and how they grew. Pages 22–32.
- Some Hospitality-Industry Milestones. A sometimes humorous chronicle of the major dates in industry history. Pages 33–35.
- The Evolution of the Hospitality Industry. A detailed history of the industry from 1960 to 1985, including year-by-year commentary. Pages 36–86.
- The Bad News. Industry disasters caused by fire, storm, and human error. Pages 87–91.
- · Historical Statistical Snapshots. Long-term industry trends. Pages 92-93
- . The Cracked Crystal. Forecasts of the past that didn't quite pan out. Pages 94-98.
- · Looking Ahead. Forecasts of the quarter-century to come. Pages 98-99.

QUARTERLY HISTORY (Development of the Magazine)

- · A History of The Quarterly. How the magazine was started. Pages 102-103.
- · Who Was Who at The Quarterly. Profiles of the founders. Pages 103-104.
- · Quarterly Superlatives. The most, the greatest, the worst. Page 104.
- Some Quarterly Milestones. The magazine's firsts. Pages 105–106.
- Quarterly Classics. A summary of timeless articles from the previous 25 years. Pages 107–109.
- One Editor Remembers. Recollections of former editor Paul Beais. Pages 110–115.

HOSPITALITY MISCELLANY

- Hospitality and the Arts. How the movies use restaurants, hotels, and, of course, airplanes. Pages 118–120.
- · Hospitality Trivia. A test of industry knowledge. Pages 121, 129.
- People Who Made a Difference. Biographies of the industry's visionaries, entrepreneurs, and corporate titans. Pages 122–128.
- Authors Who Made a Difference. Major contributors to the magazine. Pages 130–131.

Computer Systems for Food-Service Operations, by John Patterson and Roy Alvarez. What kind of system is best for your operation? It depends on what your most critical information needs are. This article describes the current systems available, and what they can and cannot do. Pages 132–141.

August 1985 (Vol. 26, No. 2)

(Guest Observer) Frequent-Flyer Syndrome: Scourge of Modern Times, by Jane Grody. Pages 14-15.

(Statistical Snapshots) Focus on Lodging Seasonality, by Randell A. Smith. Pages 16–17.

(Talkback) Roasted or Reviewed?, by Michael F. Stone. One restaurant's experience with critics. Page 18.

How to Improve Your Information System (Last of a Series), by A. Neal Geller. This article presents a step-by-step approach to creating an executive information system that gives you the information you need—and screens out the information you don't want. Pages 19—27.

Apparent Agency: Caught by Illusion, by Jon P. McConnell. If customers mistakenly believe your franchisees or concessionaires are part of your company, you may someday find yourself in court defending the wrongs committed by contractors. This article tells how you can limit your legal liability for the actions of your franchisees, licensees, and concessionaires. Pages 28–33.

Probability Analysis: A System for Making Better Decisions, by Dennis H. Ferguson and Thomas I. Selling. Whether a decision involves a major issue like company expansion or the more modest matter of setting staffing levels, probability analysis provides a solid system for decision-making. This article explains how to establish probabilities and then revise the probabilities in the face of new information. Pages 34–42.

1985 Training and Education Forum

- The Skills Audit, by Margaret Buffet Manning and James McPherson. Pages 45–49.
- Closing the Loop: Evaluating Your Training Programs, by Bonnie Farber and Florence Berger. Pages 49–53.
- Videotapes—Fulfilling the Promise, by Charles A. Salter and John B. Knight. Pages 54–55.
- Assessing Assessment Centers for Hospitality Organizations, by Florence Berger. Pages 56–61.
- Active Learning and the Case Method: Theory and Practice, by Gary Spizizen and Christopher W. L. Hart. Pages 63–66.
- Teaching Writing in Hospitality Programs: A Fresh Approach, by Carl D. Riegel and Margaret N. Hundleby, Pages 66–71.
- Comprehensive Food-Service Software in the Classroom, by Carol A. Sawyer.

 Percon 74, 72
- Encouraging Creativity in Hospitality Education, by Dennis H. Ferguson and Florence Berger. Pages 74–76.

What Makes You Tick?, by Donald Richard, Steven M. Brown, and John J. Hogan. A profile derived from a survey of Quarterly readers, predominantly managers and supervisors in the hospitality industry. Page 77.

Focus Groups for Restaurant Research, by Joe L. Welch. One of the most popular marketing-research procedures is the focus group. This article reviews the benefits of focus-group research, discusses its specific applications to the restaurant industry, and shows how to conduct focus-group research. Pages 78–85.

The Market Position: Mapping Guests' Perceptions of Hotel Operations (Last of a Series), by Robert C. Lewis. Using sophisticated statistical techniques, a marketing researcher can draw a "cognitive map" showing the needs of the market and the relative positions of each hotel with regard to the cognitive map. Pages 86–99.

November 1985 (Volume 26, No. 3)

(Profiles) Anthony Athanas, by John B. Knight. Pages 8-9.

(Statistical Snapshots) Focus on Room Rates and Lodging Demand, by Carol Greenberg. Pages 10–11.

(Guest Observer) Management by What? Pages 12-13.

(Notes) Restaurant Critics' First-Amendment Protection, by Robert L. Spellman. It is virtually impossible for a restaurateur to win a libel suit against a critic. Pages 15—17.

(Notes) Stopping Sanitation Problems at Salad Bars, by Susan Campbell Carstens and Robert Sommer. Potential health-code violations at salad bars can be forestalled by proper design, staffing, and instructions. Pages 18–20.

(Notes) Help Wanted—Unclassified, by John P. Kohl and David B. Stephens. Restaurants place a disproportionate number of help-wanted advertisements that are in possible violation of federal equal-opportunity laws. Pages 21–23.

The Tourism Board: Doing It Right, by Chuck Y. Gee and James C. Makens. Tourism boards can be an effective force for a community's hospitality industry, and the hotel manager is a crucial part of such a board. This article describes the most important functions of a tourism board and outlines the major role of a hotel manager serving on a board. Pages 24–33.

A Burst of Tiers. An introduction to a special section concerning hotel brand segmentation. Pages 34–35.

The Scorecard. A detailed table showing the companies now engaged in brand segmentation, and their target markets, facilities, and expansion plans. Pages 36–38.

Hotel Companies Aim for Multiple Markets, *by Glenn Withiam.* The primary motivations for hotel brand segmentation seem to be hotel companies' need to continue growing and developers' investment objectives. This article presents the reasons for brand segmentation and discusses its risks and possible outcomes. Pages 39–51.

Quality: A Brand-New, Time-Tested Strategy, by Christopher W. L. Hart and Gregory D. Casserly (Part IV of a Series on Corporate Strategy for Restaurant Firms). A look at the experience of the Japanese fast-food chain Ringer Hut in applying the principles of total quality management. Pages 52–63.

Contents, November '85 (cont.)

Managing Guest Intoxication: A Policy to Limit Third-Party Liability, by Denney G. Rutherford. Management policies forbidding beverage service to intoxicated patrons will give public notice of the industry's intention to combat a social problem. In this article, the author proposes a plan to reduce an operator's exposure to liability for alcohol service. Pages 64–69.

Prime Numbers: Finding Your Menu's Strengths, by David V. Pavesic. By comparing the profit generated by each menu item to its food cost, a restaurant manager can find out which items are doing the most good, and which are more trouble than they're worth. Pages 70–77.

Bare Trap: The Legal Pitfall of Requiring Scanty Costumes, by Jon P. McConnell. This article discusses whether the practice of requiring women to wear scanty costumes is a violation of federal civil-rights laws. Pages 78–82.

February 1986 (Vol. 26, No. 4)

(Talkback) The Meaning of Marketing Mentality, by Robert C. Lewis. Pages 7–8.

(Talkback) A Detectable Change, by A. Neal Geller. Page 9.

(Talkback) "It's Not My Job, Man," by Mortimer R. Feinberg and Aaron Levenstein. Page 10.

Food for Thought. Page 12.

(Guest Observer) Trends of the Future. Page 13.

(Profiles) Robert M. Foster. Pages 14-15.

Myriad Management Methods: Restaurant Managers Tell All, by Florence Berger and Dennis H. Ferguson. How do restaurateurs deal with the pressures on their business, their families, and themselves? The results of a wide-ranging survey found almost as many approaches as there are restaurateurs. Pages 16–24.

Training for the Multicultural Workplace, by Germaine Shames. To help expatriate hotel managers succeed in overseas assignments, Hilton International has developed a training program aimed at reducing cultural blunders. Intercultural training is also important for domestic managers whose employees come from many cultures. Pages 25–31.

Defining What Quality Service Is for You (First in a Series), by William B. Martin. Excellent service can be measured by 16 specific yardsticks called "key indicators." But these indicators are slightly different for each operation. Here's how to set your standards for service mechanics and conviviality. Pages 32–38.

Managing the Service Encounter, by Robert C. Mill. The critical point of a restaurant's operation is the service encounter—the interaction between the employee and the guest. Managing this encounter requires hiring people with a customer orientation and training them to recognize what customers expect from your restaurant. Pages 39–46.

Food-Service Budgeting: How the Chains Do It, by Raymond S. Schmidgall and Jack D. Ninemeier. This survey of food-service companies budgeting practices showed that—despite differences in size and structure—most chains frequently reassess their original budget assumptions during the fiscal year. And most set narrow limits on deviations from their original budgets. Pages 51–57.

Performance Appraisals: Making Them Fair and Making Them Work, by W. Terry Umbreit, Robert W. Eder, and Jon P. McConnell. Many companies use performance-appraisal forms that rate employees on personality traits or other characteristics that are unmeasurable or unrelated to job performance. This approach is legally dangerous and nearly useless for managing employees. Pages 58–69.

Employee Commitment: Money in the Bank, by Thomas A. DeCotiis and J. Michael Jenkins. Committed employees are made, not born. Most workers will make a commitment to their employer only after the employer has shown a commitment to them, in the form of training and satisfactory working conditions. This article describes how Steak & Ale has worked to build commitment in its employees. Pages 70–75.

Structure and Strategy: Two Sides of Success, by Jeffrey D. Schaffer. For a hotel company to succeed, its top management must choose a competitive strategy appropriate to its market environment. Then management must create an organizational structure that fits the marketing strategy. Pages 76–81.

Building Your Hospitality Team, by Florence Berger and Rachel Vanger. Employees who work smoothly together as a team will deliver superior service. But it's a mistake to assume that just because people are working together they have become a team. Teams must be nurtured. Pages 82–90.

Subject Index, Volume 26

Accounting

Food-Service Budgeting: How the Chains Do It, by Raymond S. Schmidgall and Jack D. Ninemeier. Vol. 26, No. 4 (February 1986), pp. 51–57.

AIRCOA

The Scorecard. Vol. 26, No. 3 (November 1985), pp. 36-38.

Alcoholic-Beverage Laws

Managing Guest Intoxication: A Policy to Limit Third-Party Liability, by Denney G. Rutherford. Vol. 26, No. 3 (November 1985), pp. 64–69.

American Motor Inns-see Krish Hotels

Anthony's Pier Four

Anthony Athanas, by John B. Knight. Vol. 26, No. 3 (November 1985), pp. 8–9.

BARS (Behaviorally Anchored Rating Scales)

Performance Appraisals: Making Them Fair and Making Them Work, by W. Terry Umbreit, Robert W. Eder, and Jon P. McConnell. Vol. 26, No. 4 (February 1986), pp. 58–69.

Biography

Who Was Who at *The Quarterly*. Vol. 26, No. 1 (May 1985), pp. 103–104. People Who Made a Difference. Vol. 26, No. 1 (May 1985), pp. 122–128. Authors Who Made a Difference. Vol. 26, No. 1 (May 1985), pp. 130–131. *Athanas, Anthony*

Anthony Athanas, by John B. Knight. Vol. 26, No. 3 (November 1985), pp. 8-9.

Foster, Robert M.

Out of the Crucible (and into the Hotel). Vol. 26, No. 4 (February 1986), pp. 14-15.

Hilton, Conrad

How They Started: The Growth of Four Hotel Giants, by Daniel R. Lee. Vol. 26, No. 1 (May 1985), pp. 22–32.

Isbell, Marion

How They Started: The Growth of Four Hotel Giants, by Daniel R. Lee. Vol. 26, No. 1 (May 1985), pp. 22–32.

Marriott, J. W.

How They Started: The Growth of Four Hotel Giants, by Daniel R. Lee. Vol. 26, No. 1 (May 1985), pp. 22–32.

Wilson, Kemmons

How They Started: The Growth of Four Hotel Giants, by Daniel R. Lee. Vol. 26, No. 1 (May 1985), pp. 22–32.

Case Studies

Active Learning and the Case Method: Theory and Practice, by Gary Spizizen and Christopher W. L. Hart. Vol. 26, No. 2 (August 1985), pp. 63–66.

Chain Operations

How They Started: The Growth of Four Hotel Giants, by Daniel R. Lee. Vol. 26, No. 1 (May 1985), pp. 22–32.

A Burst of Tiers. Vol. 26, No. 3 (November 1985), pp. 34-35.

The Scorecard. Vol. 26, No. 3 (November 1985), pp. 36-38.

Hotel Companies Aim for Multiple Markets, by Glenn Withiam. Vol. 26, No. 3 (November 1985), pp. 39–51.

Chain Restaurants

Quality: A Brand-New, Time-Tested Strategy, by Christopher W. L. Hart and Gregory D. Casserly. Vol. 26, No. 3 (November 1985), pp. 52–63.

Food-Service Budgeting: How the Chains Do It, by Raymond S. Schmidgall and Jack D. Ninemeier. Vol. 26, No. 4 (February 1986), pp. 51-57.

Civil Rights

Help Wanted—Unclassified, by John P. Kohl and David B. Stephens. Vol. 26, No. 3 (November 1985), pp. 21–23.

Communication

Managing the Service Encounter, by Robert C. Mill. Vol. 26, No. 4 (February 1986), pp. 39-46.

Computers

Computer Systems for Food-Service Operations, by John Patterson and Roy Alvarez. Vol. 26, No. 1 (May 1985), pp. 132–141.

Comprehensive Food-Service Software in the Classroom, by Carol A. Sawyer. Vol. 26, No. 2 (August 1985), pp. 71 – 73.

Contracts

Apparent Agency: Caught by Illusion, by Jon P. McConnell. Vol. 26, No. 2 (August 1985), pp. 28-33.

Cornell University Dining Services

The Skills Audit, by Margaret Buffet Manning and James McPherson. Vol. 26, No. 2 (August 1985), pp. 45-49.

Customer Relations

Defining What Quality Service Is for You, by William B. Martin. Vol. 26, No. 4 (February 1986), pp. 32-38.

Managing the Service Encounter, by Robert C. Mill. Vol. 26, No. 4 (February 1986), pp. 39-46.

Dempsey's Restaurants

Food-Service Budgeting: How the Chains Do It, by Raymond S. Schmidgall and Jack D. Ninemeier. Vol. 26, No. 4 (February 1986),

Discrimination

Bare Trap: The Legal Pitfall of Requiring Scanty Costumes, by Jon P. McConnell. Vol. 26, No. 3 (November 1985), pp. 78-82.

Performance Appraisals: Making Them Fair and Making Them Work, by W. Terry Umbreit, Robert W. Eder, and Jon P. McConnell. Vol. 26, No. 4 (February 1986), pp. 58-69.

Dramshop Laws

Managing Guest Intoxication: A Policy to Limit Third-Party Liability, by Denney G. Rutherford. Vol. 26, No. 3 (November 1985), pp. 64-69.

Employee Evaluations

Performance Appraisals: Making Them Fair and Making Them Work, by W. Terry Umbreit, Robert W. Eder, and Jon P. McConnell. Vol. 26, No. 4 (February 1986), pp. 58-69.

Employee Productivity
Building Your Hospitality Team, by Florence Berger and Rachel Vanger. Vol. 26, No. 4 (February 1986), pp. 82-88.

Employee Relations

Employee Commitment: Money in the Bank, by Thomas A. DeCotiis and J. Michael Jenkins. Vol. 26, No. 4 (February 1986), pp. 70-75.

Employee Training
The Skills Audit, by Margaret Buffet Manning and James McPherson. Vol. 26, No. 2 (August 1985), pp. 45-49.

Closing the Loop: Evaluating Your Training Programs, by Bonnie Farber and Florence Berger. Vol. 26, No. 2 (August 1985), pp. 49-53.

Videotapes-Fulfilling the Promise, by Charles A. Salter and John B. Knight. Vol. 26, No. 2 (August 1985), pp. 54-55.

Assessing Assessment Centers for Hospitality Organizations, by Florence Berger. Vol. 26, No. 2 (August 1985), pp. 56-61.

Training for the Multicultural Workplace, by Germaine Shames. Vol. 26, No. 4 (February 1986), pp. 25-31.

Myriad Management Methods: Restaurant Managers Tell All, by Florence Berger and Dennis H. Ferguson. Vol. 26, No. 4 (February 1986), pp. 16-24.

Executive Information Systems

The Current State of Hotel Information Systems, by A. Neal Geller. Vol.

26, No. 1 (May 1985), pp. 14–17. How to Improve Your Information System, by A. Neal Geller. Vol. 26, No. 2 (August 1985), pp. 19-27.

The Meaning of Marketing Mentality, by Robert C. Lewis. Vol. 26, No. 4 (February 1986), pp. 7-8.

A Detectable Change, by A. Neal Geller. Vol. 26, No. 4 (February 1986),

Food-Cost Analysis

Prime Numbers: Finding Your Menu's Strengths, by David V. Pavesic. Vol. 26, No. 3 (November 1985), pp. 70-77.

Stopping Sanitation Problems at Salad Bars, by Susan Campbell Carstens and Robert Sommer. Vol. 26, No. 3 (November 1985), pp. 18-20.

Food-Service Management

Defining What Quality Service Is for You, by William B. Martin. Vol. 26, No. 4 (February 1986), pp. 32-38

Managing the Service Encounter, by Robert C. Mill. Vol. 26, No. 4 (February 1986), pp. 39-46.

Probability Analysis: A System for Making Better Decisions, by Dennis H. Ferguson and Thomas I. Selling. Vol. 26, No. 2 (August 1985), pp. 32-42.

Foreign Hotels

Training for the Multicultural Workplace, by Germaine Shames. Vol. 26, No. 4 (February 1986), pp. 25-31.

Franchises and Franchising

Apparent Agency: Caught by Illusion, by Jon P. McConnell. Vol. 26, No. 2 (August 1985), pp. 28-33.

Future-Trend Analysis

Focus on Lodging Seasonality, by Randell A. Smith. Vol. 26, No. 2 (August 1985), pp. 16-17.

Focus on Room Rates and Lodging Demand, by Carol Greenberg. Vol. 26, No. 3 (November 1985), pp. 10-11.

Guelph, University of

Teaching Writing in Hospitality Programs: A Fresh Approach, by Carl D. Riegel and Margaret N. Hundleby. Vol. 26, No. 2 (August 1985),

Guest Preferences

Focus Groups for Restaurant Research, by Joe L. Welch. Vol. 26, No. 2 (August 1985), pp. 78-85.

Hilton Hotels

How They Started: The Growth of Four Hotel Giants, by Daniel R. Lee. Vol. 26, No. 1 (May 1985), pp. 22-32.

Hilton International

Training for the Multicultural Workplace, by Germaine Shames. Vol. 26, No. 4 (February 1986), pp. 25-31.

How They Started: The Growth of Four Hotel Giants, by Daniel R. Lee. Vol. 26, No. 1 (May 1985), pp. 22-32.

Holiday Corporation

How They Started: The Growth of Four Hotel Giants, by Daniel R. Lee. Vol. 26, No. 1 (May 1985), pp. 22-32.

The Scorecard. Vol. 26, No. 3 (November 1985), pp. 36-38.

Hotel Companies Aim for Multiple Markets, by Glenn Withiam. Vol. 26, No. 3 (November 1985), pp. 39-51.

Hospitality Education

Active Learning and the Case Method: Theory and Practice, by Gary Spizizen and Christopher W. L. Hart. Vol. 26, No. 2 (August 1985), pp. 63-66.

Teaching Writing in Hospitality Programs: A Fresh Approach, by Carl D. Riegel and Margaret N. Hundleby. Vol. 26, No. 2 (August 1985), pp. 66-71.

Comprehensive Food-Service Software in the Classroom, by Carol A. Sawyer. Vol. 26, No. 2 (August 1985), pp. 71-73.

Encouraging Creativity in Hospitality Education, by Dennis H. Ferguson and Florence Berger. Vol. 26, No. 2 (August 1985), pp. 74-76.

Hospitality Statistics

Historical Statistical Snapshots. Vol. 26, No. 1 (May 1985), pp. 92-93. Focus on Lodging Seasonality, by Randell A. Smith. Vol. 26, No. 2 (August 1985), pp. 16-17.

Focus on Room Rates and Lodging Demand, by Carol Greenberg. Vol. 26, No. 3 (November 1985), pp. 10-11.

Hotel Diversification

Hotel Companies Aim for Multiple Markets, by Glenn Withiam. Vol. 26, No. 3 (November 1985), pp. 39-51.

Hotel Management

Structure and Strategy: Two Sides of Success, by Jeffrey D. Schaffer. Vol. 26, No. 4 (February 1986), pp. 76-81.

Hotel Marketing

The Tourism Board: Doing It Right, by Chuck Y. Gee and James C. Makens. Vol. 26, No. 3 (November 1985), pp. 24-33.

Structure and Strategy: Two Sides of Success, by Jeffrey D. Schaffer. Vol. 26, No. 4 (February 1986), pp. 76-81.

Structure and Strategy: Two Sides of Success, by Jeffrey D. Schaffer. Vol. 26, No. 4 (February 1986), pp. 76-81.

Innovation

Encouraging Creativity in Hospitality Education, by Dennis H. Ferguson and Florence Berger. Vol. 26, No. 2 (August 1985), pp. 74-76.

Subject Index, Vol. 26 (continued)

International Management

Training for the Multicultural Workplace, by Germaine Shames. Vol. 26, No. 4 (February 1986), pp. 25–31.

Krish Hotels

Structure and Strategy: Two Sides of Success, by Jeffrey D. Schaffer. Vol. 26, No. 4 (February 1986), pp. 76–81.

LaQuinta

Structure and Strategy: Two Sides of Success, by Jeffrey D. Schaffer. Vol. 26, No. 4 (February 1986), pp. 76-81.

Legal Liability

Apparent Agency: Caught by Illusion, by Jon P. McConnell. Vol. 26, No. 2 (August 1985), pp. 28–33.

Help Wanted—Unclassified, by John P. Kohl and David B. Stephens. Vol. 26, No. 3 (November 1985), pp. 21–23.

Managing Guest Intoxication: A Policy to Limit Third-Party Liability, by Denney G. Rutherford. Vol. 26, No. 3 (November 1985), pp. 64–69. Bare Trap: The Legal Pitfall of Requiring Scanty Costumes, by Jon P.

McConnell. Vol. 26, No. 3 (November 1985), pp. 78–82.

Performance Appraisals: Making Them Fair and Making Them Work, by W. Terry Umbreit, Robert W. Eder, and Jon P. McConnell. Vol. 26, No. 4 (February 1986), pp. 58–69.

Management

Myriad Management Methods: Restaurant Managers Tell All, by Florence Berger and Dennis H. Ferguson. Vol. 26, No. 4 (February 1986), pp. 16–24.

What Makes You Tick?, by Donald Richard, Steven M. Brown, and John J. Hogan. Vol. 26, No. 2 (August 1985), p. 77.

Quality: A Brand-New, Time-Tested Strategy, by Christopher W. L. Hart and Gregory D. Casserly. Vol. 26, No. 3 (November 1985), pp. 52–63. Managing Guest Intoxication: A Policy to Limit Third-Party Liability, by Denney G. Rutherford. Vol. 26, No. 3 (November 1985), pp. 64–69.

Management Development

The Skills Audit, by Margaret Buffet Manning and James McPherson. Vol. 26, No. 2 (August 1985), pp. 45–49.

Assessing Assessment Centers for Hospitality Organizations, by Florence Berger. Vol. 26, No. 2 (August 1985), pp. 56–61.

Market Research

Focus Groups for Restaurant Research, by Joe L. Welch. Vol. 26, No. 2 (August 1985), pp. 78–85.

The Market Position: Mapping Guests' Perceptions of Hotel Operations, by Robert C. Lewis. Vol. 26, No. 2 (August 1985), pp. 86–99. The Meaning of Marketing Mentality, by Robert C. Lewis. Vol. 26, No. 4

(February 1986), pp. 7-8. Marriott Hotels

6

How They Started: The Growth of Four Hotel Giants, by Daniel R. Lee. Vol. 26, No. 1 (May 1985), pp. 22–32.

The Scorecard. Vol. 26, No. 3 (November 1985), pp. 36-38.

Hotel Companies Aim for Multiple Markets, by Glenn Withiam. Vol. 26, No. 3 (November 1985), pp. 39–51.

Training for the Multicultural Workplace, by Germaine Shames. Vol. 26, No. 4 (February 1986), pp. 25–31.

Structure and Strategy: Two Sides of Success, by Jeffrey D. Schaffer. Vol. 26, No. 4 (February 1986), pp. 76–81.

Menu Analysis

Prime Numbers: Finding Your Menu's Strengths, by David V. Pavesic. Vol. 26, No. 3 (November 1985), pp. 70–77.

Organizational Climate

Structure and Strategy: Two Sides of Success, by Jeffrey D. Schaffer. Vol. 26, No. 4 (February 1986), pp. 76–61.

Personnel Evaluation

Performance Appraisals: Making Them Fair and Making Them Work, by W. Terry Umbreit, Robert W. Eder, and Jon P. McConnell. Vol. 26, No. 4 (February 1986), pp. 58–69.

Ponderosa Restaurants

Food-Service Budgeting: How the Chains Do It, by Raymond S. Schmidgall and Jack D. Ninemeier. Vol. 26, No. 4 (February 1986), pp. 51–57. **Quality Assurance**

Quality: A Brand-New, Time-Tested Strategy, by Christopher W. L. Hart and Gregory D. Casserly. Vol. 26, No. 3 (November 1985), pp. 52–63.

Quality Inns

The Scorecard. Vol. 26, No. 3 (November 1985), pp. 36–38. Hotel Companies Aim for Multiple Markets, by Glenn Withiam. Vol. 26, No. 3 (November 1985), pp. 39–51.

Radisson Hotels

The Scorecard. Vol. 26, No. 3 (November 1985), pp. 36–38.
Hotel Companies Aim for Multiple Markets, by Glenn Withiam. Vol. 26, No. 3 (November 1985), pp. 39–51.

Ramada Inns

How They Started: The Growth of Four Hotel Giants, by Daniel R. Lee. Vol. 26, No. 1 (May 1985), pp. 22–32.

Restaurant Chains

Food-Service Budgeting: How the Chains Do It, by Raymond S. Schmidgall and Jack D. Ninemeier. Vol. 26, No. 4 (February 1986), pp. 51 – 57.

Restaurant Critics

Roasted or Reviewed?, by Michael F. Stone. Vol. 26, No. 2 (August 1985), p. 18.

Restaurant Critics' First-Amendment Protection, by Robert L. Spellman. Vol. 26, No. 3 (November 1985), pp. 15–17.

Restaurant Management

Quality: A Brand-New, Time-Tested Strategy, by Christopher W. L. Hart and Gregory D. Casserly. Vol. 26, No. 3 (November 1985), pp. 52–63. Managing Guest Intoxication: A Policy to Limit Third-Party Liability, by

Denney G. Rutherford. Vol. 26, No. 3 (November 1985), pp. 64–69. Prime Numbers: Finding Your Menu's Strengths, by David V. Pavesic. Vol. 26, No. 3 (November 1985), pp. 70–77.

Myriad Management Methods: Restaurant Managers Tell All, by Florence Berger and Dennis H. Ferguson. Vol. 26, No. 4 (February 1986), pp. 16–24.

Defining What Quality Service Is for You, by William B. Martin. Vol. 26, No. 4 (February 1986), pp. 32–38.

Managing the Service Encounter, by Robert C. Mill. Vol. 26, No. 4 (February 1986), pp. 39–46.

Food-Service Budgeting: How the Chains Do It, by Raymond S. Schmidgall and Jack D. Ninemeier. Vol. 26, No. 4 (February 1986), pp. 51–57.

Employee Commitment: Money in the Bank, by Thomas A. DeCotiis and J. Michael Jenkins. Vol. 26, No. 4 (February 1986), pp. 70–75.

Royce Hotels

The Scorecard. Vol. 26, No. 3 (November 1985), pp. 36-38.

Ringer Hut

Quality: A Brand-New, Time-Tested Strategy, by Christopher W. L. Hart and Gregory D. Casserly. Vol. 26, No. 3 (November 1985), pp. 52–63.

Saga

Food-Service Budgeting: How the Chains Do It, by Raymond S. Schmidgall and Jack D. Ninemeier. Vol. 26, No. 4 (February 1986), pp. 51–57.

Sexual Harassment

Bare Trap: The Legal Pitfall of Requiring Scanty Costumes, by Jon P. McConnell. Vol. 26, No. 3 (November 1985), pp. 78–82.

Sheraton

Out of the Crucible (and into the Hotel). Vol. 26, No. 4 (February 1986), pp. 14–15.

Staff Development

Building Your Hospitality Team, by Florence Berger and Rachel Vanger. Vol. 26, No. 4 (February 1986), pp. 82–88.

Steak & Ale Restaurants

Employee Commitment: Money in the Bank, by Thomas A. DeCotiis and J. Michael Jenkins. Vol. 26, No. 4 (February 1986), pp. 70–75.

Strategic Planning

Structure and Strategy: Two Sides of Success, by Jeffrey D. Schaffer. Vol. 26, No. 4 (February 1986), pp. 76–81.

Tourism Development

The Tourism Board: Doing It Right, by Chuck Y. Gee and James C. Makens. Vol. 26, No. 3 (November 1985), pp. 24–33.

Wyndham Hotels

The Scorecard. Vol. 26, No. 3 (November 1985), pp. 36-38.

